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VIA : Chief, Operations School  
Chief, Headquarters Training

2 November 1959

Chief Instructor, Clandestine Services Orientation Course

Final Course Report - Clandestine Services Orientation Course  
(30 September - 13 October 1959)

25X1 1. Synopsis: The Clandestine Services Orientation Course started  
on 30 September with an initial enrollment of seventy-three students.  
Although [ ] withdrew from the course after the third day of  
instruction, [ ]

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25X1 [ ] entered the course  
before its conclusion, making a final enrollment of seventy-eight. This  
second running of the orientation course was very successful and the  
organization of instruction and the effectiveness of guest speakers were  
much improved over our training efforts of January 1959.

2. Student Performance: The students showed high interest in the  
subject matter and appeared most attentive despite abominable working  
conditions created by a heat wave. Our guest speakers were very favorably  
impressed with the quick response and excellent questions received from  
the class. A majority of our guests compared this group favorably with  
the one trained in January.

3. Course Critique: The students were not required to submit  
course critiques. The following comments are based on my observations.

25X1 a. Administration: The administration of this course was very  
satisfactory. [ ] did an excellent job in  
the preparation of materials, schedules and syllabus, and [ ]  
of the Intelligence School gave me welcome assistance by forwarding  
telephone messages and preparing student attendance and security  
rosters.

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25X1 b. Introduction: The introductory lectures by [ ]  
[ ] built an excellent framework for the  
talks which followed on the Clandestine Services. [ ]  
was direct and well organized, as always, and earned a warm response  
from the students. [ ] talk was well coordinated with that  
25X1 of [ ] there was no duplication.

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25X1 c. The Clandestine Services: The lectures on the Clandestine  
Services were well delivered and evoked many questions from the  
students. High marks must go to [ ]

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25X1 [ ] for particularly effective jobs.  
25X1 [ ] rose from his sickbed to give a talk on the [ ]

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d. The Clandestine Services Planning System: The majority of our speakers on the Clandestine Services Planning System performed satisfactorily. However, [ ] use of the blackboard occasionally took him away from the range of the microphone and portions of his talk were not audible to the students. The lectures given by [ ] (Plans and Review Division, PP Staff) and [ ] (Operations Division, FI Staff) were most effective despite last minute changes in lecture content caused by a reorganization of the Clandestine Services planning system.

e. Operational Programs: The lectures on the Clandestine Services collection and covert action operations were well received by the students. [ ] (PP Staff) substituted for [ ] and performed very well. Richard Bissell and Lyman Kirkpatrick were particularly effective, and Mr. Kirkpatrick did an excellent job in answering student questions which were submitted to him in advance in written form.

f. Seminars: The seminars which followed each major block of instruction were a useful device for satisfying student questions and will be retained in the next course.

4. Conclusions: The revision of January's course to ensure a logical flow of instruction and a more even development of subject matter proved effective in helping the students absorb a vast amount of information. I was favorably impressed with student seminar and discussion questions and with their apparent high interest in Clandestine Services programs and activities; I liked their professional attitude and discipline. Although I found no strong personalities like [ ] in the group, working with these JOT's was a real challenge.

5. Recommendations:

a. The period 0830-0900 on the first day should be scheduled as "Registration and Introduction." The half hour 0900-0930 given to "Introduction" should be combined with the talk on the mission of the Clandestine Services. These changes will get us to the business at hand quickly and effectively.

b. The following lecture titles should be changed as noted:

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[REDACTED]

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The new titles will accurately describe scope and emphasis given to the subjects by our guest speakers.

c. Since the Clandestine Services planning system is being revised, we cannot make a final recommendation for improving the talks on this complex subject. We should consider, however, handling the discussion as we do that on the Operational Services. Such an arrangement would call for introductory remarks by the chief of the new Central Staff followed by detailed presentations by his senior division officers.

d. More time should be given to discussion of the components of the Operational Services. The speakers [REDACTED] had insufficient time to develop their subjects or to answer numerous student questions.

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6. Seventy-five students took the objective examination. A list of their names and grades is attached.

[REDACTED]

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Attachment

As stated above

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